

**DEPARTMENT OF DEFENSE
PRIORITY PLACEMENT PROGRAM (PPP)
PERFORMANCE ASSESSMENT REPORT**



**Prepared by: Priority Placement Support Branch,
Civilian Assistance and Re-Employment
Division, CPMS**

February 1999

Table of Contents

<u>Topic</u>	<u>Page</u>
Executive Summary	1
Part I – Employee Customer Satisfaction Survey	4
Background Information	5
Summary Results	5
Employee Issues	6
Narrative Comments	7
Part II – Supervisory Customer Satisfaction Survey	
Background Information	9
Summary Results	9
Narrative Comments	10
Supervisory Issues	11
Appendix A - Employee Questionnaire, Response Levels, and Graphs	12
Employee Questionnaire	13
Response Levels	14
Graphs	16
Appendix B - Supervisory Questionnaire, Response Levels, and Graphs	21
Supervisory Questionnaire	22
Response Levels	23
Graphs	24

EXECUTIVE SUMMARY

Executive Summary

Background. Since the inception of the Department of Defense Priority Placement Program (PPP) over three decades ago, program managers have periodically requested feedback from supervisors and program participants. These efforts, while non-scientific and less than statistically valid, have identified operational trends and yielded significant anecdotal results. Over time, the methodology has been improved to obtain directly related performance data more accurately and to increase our overall confidence in this information. Despite the shortcomings of the survey methodology, the effort has continued to provide important customer service information.

Current Status. To improve this process and obtain recent performance data, the Civilian Assistance and Re-Employment (CARE) Division, Priority Placement Support Branch (PPSB) - Dayton, redesigned the survey instruments during 1998. PPSB - Dayton mailed pertinent surveys to 1,800 supervisory officials and 1,800 placed employees during September 1998. These 3,600 survey participants were identified using the placement activity between October 17, 1997, and April 30, 1998. Surveys were mailed to all employees placed during that timeframe and to their supervisors. (Dates were selected to provide a reasonable sample of participants and to ensure an adequate period of experience.) Almost 900 supervisory responses and almost 800 employee responses were returned to PPSB by the end of October. The respective results (in summary, by question and in graph form) are provided in Parts I and II of this report. A copy of the survey and a summary of respondent written responses are also provided.

The survey results presented in this report demonstrate overwhelming support for the program from affected employees and supervisors. Fully 91 percent of supervisory responses indicated that overall program operation and results were satisfactory or better. Almost half of the responses (43%) rated the program excellent. Supervisory concerns fell in three general categories: More information about registrant qualifications, desire for registrant interviews, and the time required to fill vacancies. The CARE Division has been working to increase program option codes to delineate employee qualifications further and to reduce undue consideration of registrants who cannot meet the related qualification requirements. Likewise, expanded qualification information will be provided on program resumes as soon as web technology is fully implemented.

Employees placed through the program responded to a larger set of survey questions. Their overall ratings fell slightly below those given by the supervisors; 85 percent of the employees rated program performance satisfactory and above, with 43 percent at the excellent level. Of the almost 800 total employee responses, employee concerns, as evidenced by their responses on the questionnaires, focused primarily on quality of counseling (9%), personal transition (7%) and underutilization of skills in the new position (3%). Personal transition problems and underutilization of well-qualified employees are predictable by-products of the mandatory placement process. Few people enjoy the idea of relocating to a new duty location, and employees are sometimes placed in lower-graded positions or in positions for which they qualify but are less desirable. The disappointment with the quality of counseling received is largely the outgrowth of two factors: loss of qualified counselors due to downsizing and turnover in the operation

centers and support units. The CARE Division trains hundreds of employees annually on the operation of the program, including the importance of adequate counseling. Fourteen separate training sessions were held during November and December of 1998 alone. Additionally, the CARE Division often provides registration counseling and assistance, including the use of CARE-led action teams to augment local resources.

Future Program Assessments. Consistent with the CARE Division Strategic Plan, efforts were initiated during Fiscal Year (FY) 1998 to improve the program assessment process further. The stated objective was to develop a standard, validated measurement and assessment technique to determine the ongoing effectiveness of the overall program. On this basis, a Statement of Work (SOW) was prepared to obtain commercial support, and a contract was awarded to the SOZA and Company Ltd., Fairfax, VA, in October 1998.

Strategic Plan Integration. The CARE Division's Strategic Plan for FY 1999 and 2000 will require a new assessment of program performance using instruments produced by the CARE Division/Commercial effort. The FY 2000 report will be compared, to the degree possible, with those provided in Parts I and II of this report. This comparison and the iterative use and refinement of assessment techniques should establish the basis for ongoing program performance evaluations and strategic considerations into the next century.

Summary. The program continues to provide excellent support to affected employees and supervisors and to the goals of the Department. During Fiscal Year 1998, the PPP placed almost 5,400 displaced employees, while the Department achieved over 30,000 reductions. It is clear that most of these employees and of the relevant supervisors approve of the manner in which the program is being managed.

PART I

**EMPLOYEE
CUSTOMER
SATISFACTION
SURVEY**

Part I – Employee Customer Satisfaction Survey

Background Information. In September 1998, questionnaires were mailed to all DoD employees placed through the Priority Placement Program between October 17, 1997, and April 30, 1998 (1,800 employees). Approximately 800 employees (44%) responded by the October 30, 1998, deadline.

Summary Results. Employees were asked to respond to ten questions. The questions were designed to ascertain employee satisfaction based on a scale from 1 to 5 (1 = substandard, 5 = excellent) in the following general areas:

- Availability and quality of PPP counseling and information.
- Satisfaction with transition to the new supervisor, organization, and locale (where applicable).
- Follow-on job performance and job satisfaction.

The Employee Questionnaire, response levels, and graphs are provided in Appendix A. Employee response levels by percent are provided for each question in Table 1, below. Response percentages are grouped in two ways: Responses 3 and above, and responses 2 and below.

Table 1. Employee Response Summary

Question	Text	Total Responses N=800	Responses 3 and above	Responses 2 and below
1	Prior to registration in the PPP, the counseling provided was ____.	755	80%	20%
2	The courtesy/personal attention provided during the registration process was ____.	756	85%	15%
3	The knowledge level of the counselor during registration in the PPP was ____.	752	84%	16%
4	The accuracy of information provided during registration was ____.	753	82%	18%
5	While registered in the PPP, the extent to which I was kept informed/updated was ____.	744	68%	32%
6	Transition (i.e., relocation, acceptance) to my new organization was ____.	742	85%	15%
7	The manner in which my new supervisor received me was ____.	745	92%	8%
8	With only orientation and/or On the Job Training, my performance has been ____.	733	97%	3%
9	My qualifications for the position in which I was placed were ____.	739	94%	6%
10	My adjustment to the new geographical location has been _____. (Please leave blank if no relocation (PCS) was involved.	386	78%	22%

Narrative Comments. Approximately 300 employees provided narrative comments. Of those, approximately 100 employees wrote positive comments and approximately 200 employees wrote comments about individual problems and issues.

Thirteen employees attached detailed issue letters to their questionnaires. Approximately 20 employees contacted PPSB Dayton by telephone to express concerns about their individual situations.

A summary of the issue/problem categories and number of responses received for each issue is contained in Table 2. A representative sample of employee positive comments is provided in Exhibit 1-1.

Table 2. Employee Issues

Number of Responses	Issue
10	Leave and Payroll Problems
10	Grade and Pay Retention Concerns
73	Quality of Counseling and Information Available
24	Overqualified or Not Qualified for New Position
54	Personal Transition Issues
2	“R” Program Registration
3	New job will be going away
7	Lack of equity of treatment, registering activity and inter-service
6	Lack of information about new job
2	Non-acceptance by new supervisor
11	PCS misinformation
5	Financial hardship of PCS move
1	Security clearance
2	Health benefits enrollment problems
1	Medical problems

Exhibit 1-1. Sample of Employee Positive Comments

- Excellent program for displaced employees
- I am a success story.
- I will support and recommend this program 100%.
- Thank you! I really like my new job!
- I am very grateful for PPP and would like to thank everyone who is working in this program.
- I love my new job! Life, post BRAC, is great!
- I'm just glad I have a job. Thank you.
- Both times I have been on priority placement it's been good.
- I was lucky enough to go to a fantastic office full of opportunity. Thank you.
- I appreciate this follow-up as to my well-being.
- Thanks for the opportunity to comment!
- Very smooth transition and transfer to new duty station.
- I couldn't have asked for a better job or people to work for and with. Thank you, thank you, thank you.
- PPP was the best thing that happened to me, during a period of confusion and stress.
- I am very grateful that such a program was available, and for the assistance in making my transition with my family's welfare in mind.
- This was my second time going through PPP. I am very impressed with the success of this program.
- I am a hearing impaired person and my counselor kept my parents informed for me, even though they were out of state.
- The base closure was a traumatic experience. The PPP made the situation a lot easier to handle.
- It's a program that I sincerely hope you will continue and even expand.
- Our CARE Coordinator did an excellent orientation (workforce briefing) for the program. He worked very hard to mesh the needs of the field activities with overall PPP program goals.
- AWESOME!

PART II

**SUPERVISORY
CUSTOMER
SATISFACTION
SURVEY**

Part II – Supervisory Customer Satisfaction Survey

Background Information. In September 1998, survey questionnaires were mailed to 1,800 DoD supervisors whose positions were filled with PPP registrants from October 17, 1997 to April 30, 1998. 1,800 employees were placed during the timeframe and surveys were mailed to each of the gaining supervisors. Approximately 900 supervisors (50%) responded by the October 30, 1998 deadline.

Summary Results. Supervisors were asked to respond to six questions. The questions were designed to ascertain supervisory satisfaction based on a scale of 1 to 5 (1 = substandard, 5 = excellent) by assessing the employees in the following general areas:

- Qualifications
- Job performance
- Dependability
- Adaptability and compatibility
- Adjustment to the new geographical area (where applicable)

The Supervisory Questionnaire, individual results on each question, response levels, and graphs are provided in Appendix B. Supervisory response levels by percentage are provided for each question in Table 3, below. Response percentages are grouped in two ways: responses 3 and above, and responses 2 and below.

Table 3. Supervisory Response Summary

Question	Text	Total Responses N=900	Responses 3 and above	Responses 2 and below
1	Upon placement in this organization, the PPP registrant's qualifications for the position were ____.	852	87%	13%
2	Compared to other employees in similar positions and grades I supervise, the PPP registrant's performance in this position is ____.	845	90%	10%
3	Compared to the average employee in my organization, this employee's dependability is ____.	853	93%	7%
4	The employee's transition (i.e., change, adaptability, compatibility) to the new organization was ____.	853	92%	8%
5	Compared to employees selected through the competitive merit promotion process, the overall performance of the employee has been ____.	848	90%	10%
6	The employee's adjustment to the new geographical area was _____. (Do not complete if there was no relocation (PCS) for the employee)	432	92%	8%

Narrative Comments. Approximately 225 supervisors provided narrative comments. Of those, approximately 150 (67%) wrote positive comments; a representative sample is provided in Exhibit 2-1, below.

Exhibit 2-1. Sample of Supervisory Positive Comments

- If I could have picked my employee from anywhere, I could not have found anyone able to match the PPP employee's work, behavior, professionalism, or general excellence.
- I thank my lucky stars I got this employee; she is a pleasure to supervise. Team player, professional, and proves the PPP program works.
- Outstanding performance; immediately stepped in to fill the "big shoes" of predecessor.
- The employee came to this organization with a very positive and can do attitude. It is my pleasure to have this employee on board.
- Fast learner, dedicated, dependable, good attitude, good team worker.
- Excellent employee, a real asset to this department. Extremely dedicated !!!
- The PPP program most assuredly works!
- Ms. ____ is "heaven sent"!
- I wish that there were more employees of Mr. ____'s caliber available to me!
- The PPP employee is an outstanding employee who has already been selected for promotion within the organization. The competitive selection process could not have provided a better candidate.
- Mr. ____ was recently selected Senior Civilian of the Quarter.
- This employee's technical competence, teamwork, and attitude are all superb. I am most pleased with this result of the DoD PPP.
- The PPP was a lifeline for my employees that I will always support.
- Candidate is an excellent fit!
- Excellent worker. I would love to have 5 just like her.
- This worked out perfectly – great match for our job!
- Very good program! The employee's knowledge has been of great value.
- This was a good placement for both Government and the individual.
- This placement beat merit promotion by a mile!
- The PPP employee is one of the best employees I have ever had.

Approximately 75 supervisors offered comments and suggestions for program improvement. Common themes of the comments and suggestions for program improvement were:

- More information about PPP registrants' qualifications.
- PPP registrant interviews.
- Time required to fill positions.

APPENDIX A

**EMPLOYEE
QUESTIONNAIRE,
RESPONSE LEVELS,
AND GRAPHS**

DoD PRIORITY PLACEMENT PROGRAM (PPP)
EMPLOYEE QUESTIONNAIRE

The CARE Division, Civilian Personnel Management Service (CPMS) is very interested in determining your satisfaction with the DoD Priority Placement Program (PPP) and the process used to achieve your placement.

Your selection to participate in this survey was accomplished by randomly selecting PPP placements recently made. While we have provided space for you to indicate your name and telephone number, this is strictly optional on your part. In all cases, the responses will remain confidential and will only be used to analyze and evaluate the success of the Priority Placement Program. Your fair and honest completion of this questionnaire will serve to improve the program for future registrants.

Using the table indicated below, please respond to each statement by placing the number of the appropriate response in the blank space provided. (Number 1 being the lowest rating; Number 5 the highest.)

(Substandard) 1 2 3 4 5 (Excellent)

1. Prior to registration in the PPP, the counseling provided was _____.
2. The courtesy/personal attention provided during the registration process was _____.
3. The knowledge level of the counselor during registration in the PPP was _____.
4. The accuracy of information provided during registration was _____.
5. While registered in the PPP, the extent to which I was kept informed/updated was _____.
6. Transition (i.e., relocation, acceptance) to my new organization was _____.
7. The manner in which my new supervisor received me was _____.
8. With only orientation and/or On the Job Training, my performance has been _____.
9. My qualifications for the position in which I was placed were _____.
10. My adjustment to the new geographical location has been _____.
(Please leave blank if no relocation (PCS) was involved.)

If desired, please provide any comments:

Optional:

Name: _____

Phone Number: _____

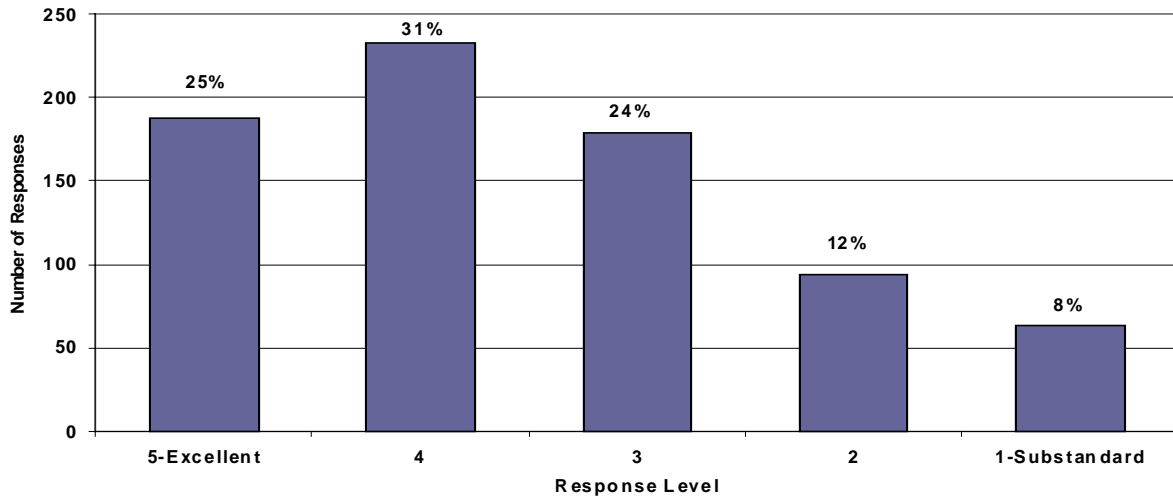
EMPLOYEE RESPONSE LEVELS

Question 1			Prior to registration in the PPP, the counseling provided was ____.
5-Excellent	187	25%	
4	232	31%	
3	179	24%	
2	94	12%	
1-Substandard	63	8%	
Total Responses	755		
<hr/>			
Question 2			The courtesy/personal attention provided during the registration process was ____.
5-Excellent	274	36%	
4	244	32%	
3	129	17%	
2	60	8%	
1-Substandard	49	6%	
Total Responses	756		
<hr/>			
Question 3			The knowledge level of the counselor during registration in the PPP was ____.
5-Excellent	220	29%	
4	241	32%	
3	174	23%	
2	65	9%	
1-Substandard	52	7%	
Total Responses	752		
<hr/>			
Question 4			The accuracy of information provided during registration was ____.
5-Excellent	205	27%	
4	239	32%	
3	171	23%	
2	80	11%	
1-Substandard	58	8%	
Total Responses	753		
<hr/>			
Question 5			While registered in the PPP, the extent to which I was kept informed/updated was ____.
5-Excellent	172	23%	
4	150	20%	
3	183	25%	
2	109	15%	
1-Substandard	130	17%	
Total Responses	744		

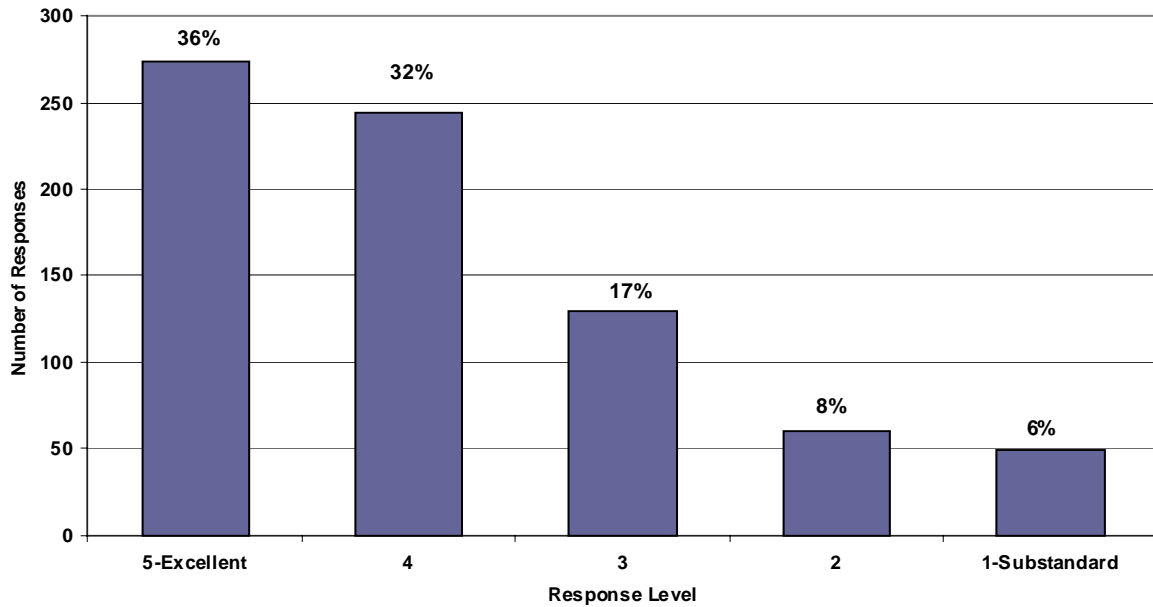
EMPLOYEE RESPONSE LEVELS (Continued)

Question 6			Transition (I.e., relocation, acceptance) to my new organization was ____.
5-Excellent	313	42%	
4	211	28%	
3	113	15%	
2	48	6%	
1-Substandard	57	8%	
Total Responses	742		
<hr/>			
Question 7			The manner in which my new supervisor received me was ____.
5-Excellent	453	61%	
4	146	20%	
3	81	11%	
2	38	5%	
1-Substandard	27	4%	
Total Responses	745		
<hr/>			
Question 8			With only orientation and/or On the Job Training, my performance has been ____.
5-Excellent	376	51%	
4	252	34%	
3	88	12%	
2	8	1%	
1-Substandard	9	1%	
Total Responses	733		
<hr/>			
Question 9			My qualifications for the position in which I was placed were ____.
5-Excellent	412	56%	
4	201	27%	
3	84	11%	
2	20	3%	
1-Substandard	22	3%	
Total Responses	739		
<hr/>			
Question 10			My adjustment to the new geographical location has been _____. (Please leave blank if no relocation (PCS) was involved.
5-Excellent	145	37%	
4	99	26%	
3	58	15%	
2	58	15%	
1-Substandard	26	7%	
Total Responses	386		

PPP Customer Survey - Employees
Question 1
 Prior to registration in the PPP, the counseling provided was _____,
 Total responses: 755



PPP Customer Survey - Employees
Question 2
 The courtesy/personal attention provided during the registration process was _____.
 Total responses: 756

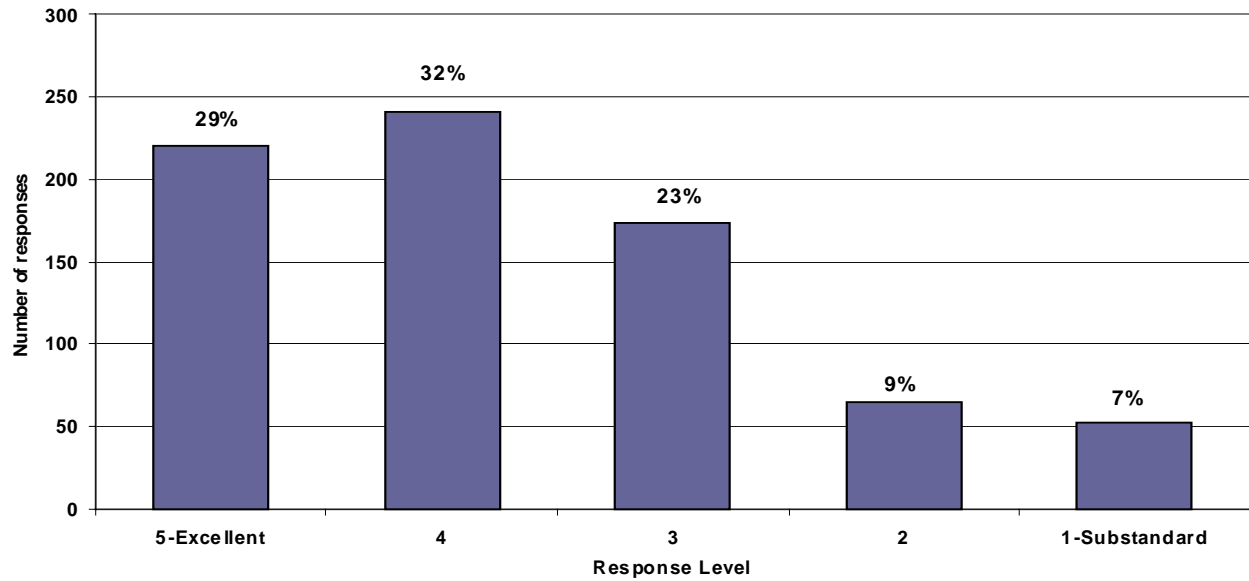


PPP Customer Survey - Employees

Question 3

The knowledge level of the counseling during registration in the PPP was _____.

Total responses: 752

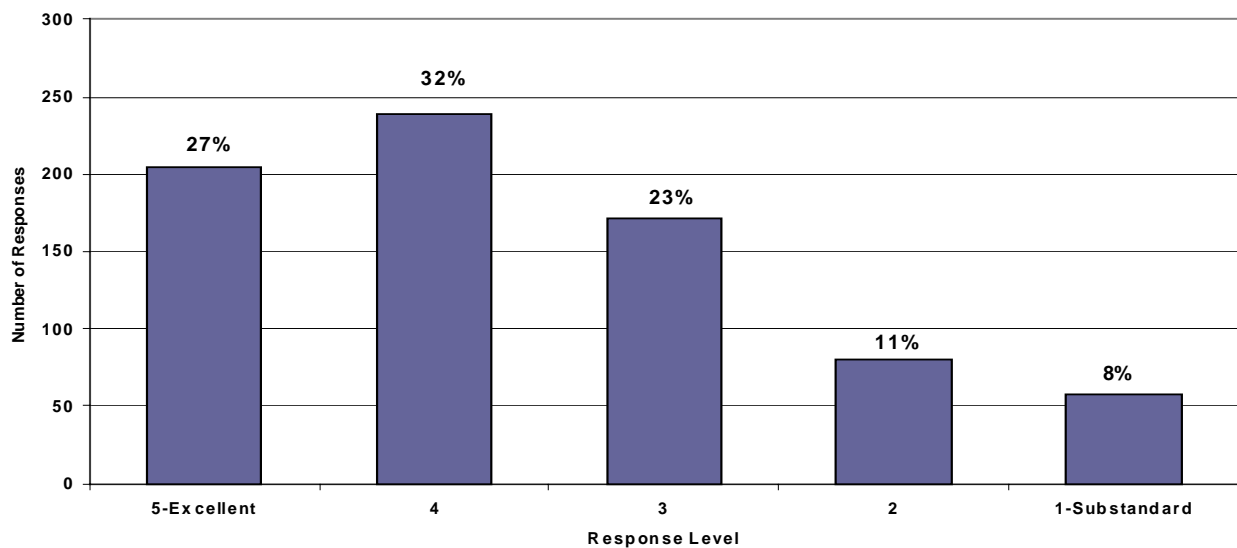


PPP Customer Survey - Employees

Question 4

The accuracy of information provided during registration was _____.

Total responses: 753

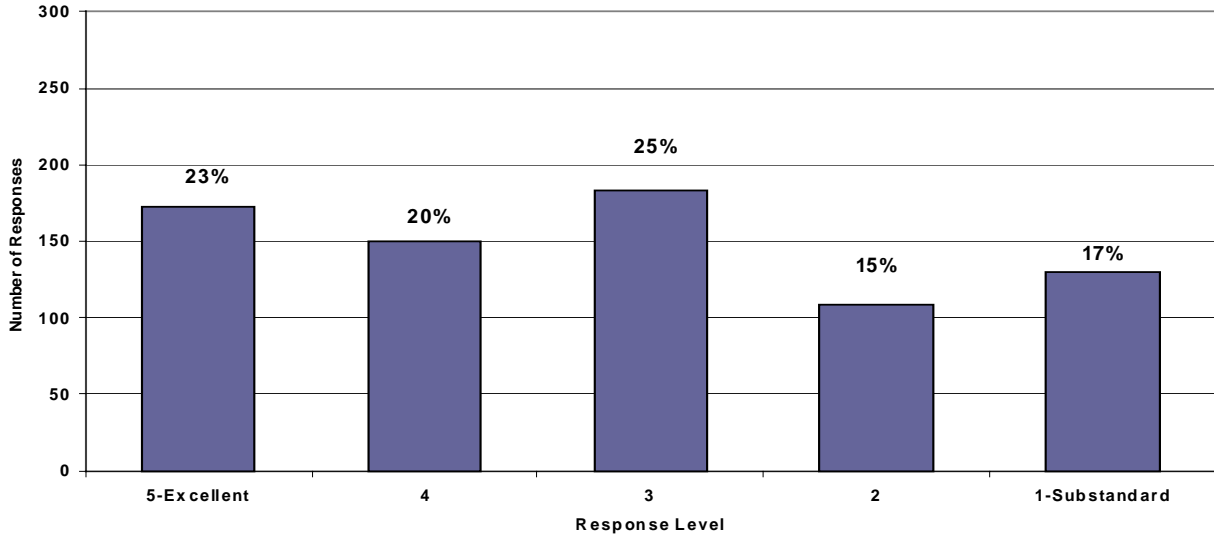


PPP Customer Survey - Employees

Question 5

While registered in the PPP, the extent to which I was kept informed/updated was _____.

Total responses: 753

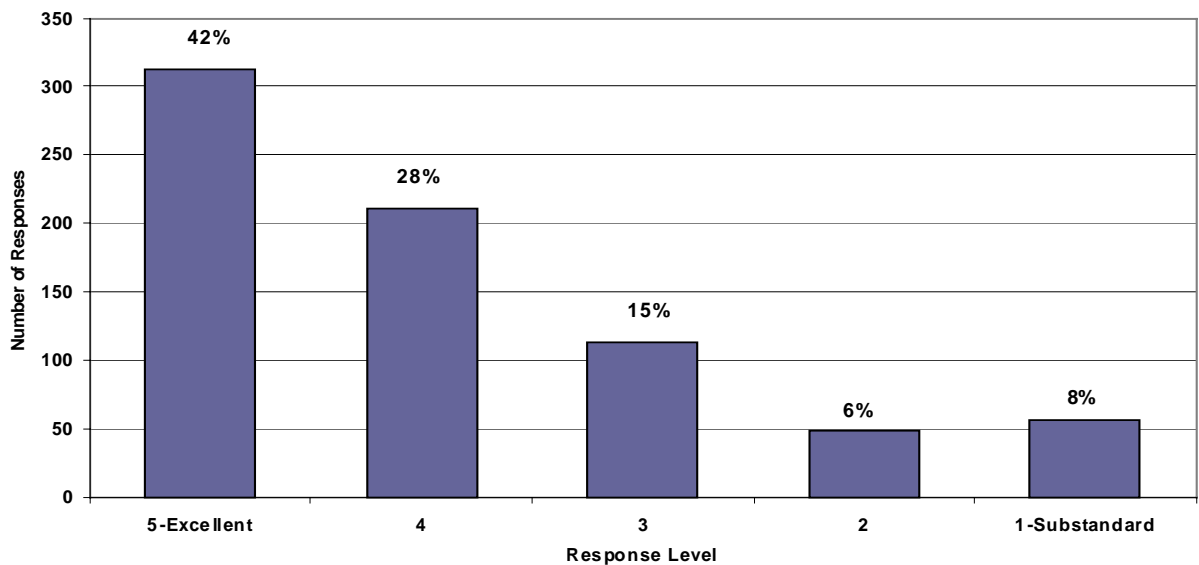


PPP Customer Survey - Employees

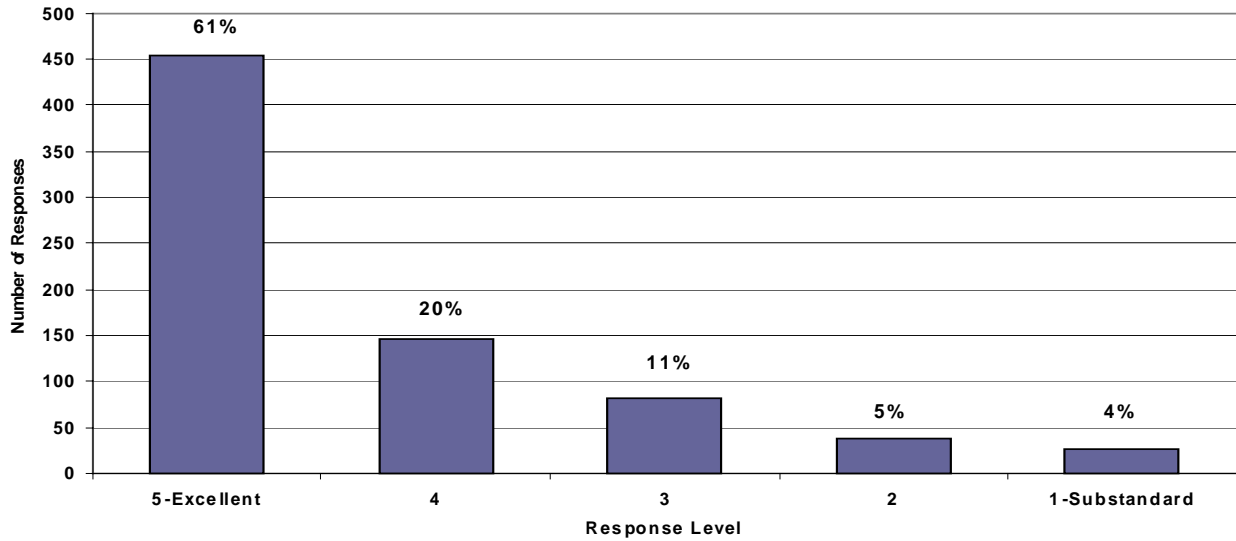
Question 6

Transition (i.e., relocation, acceptance) to my new organization was _____.

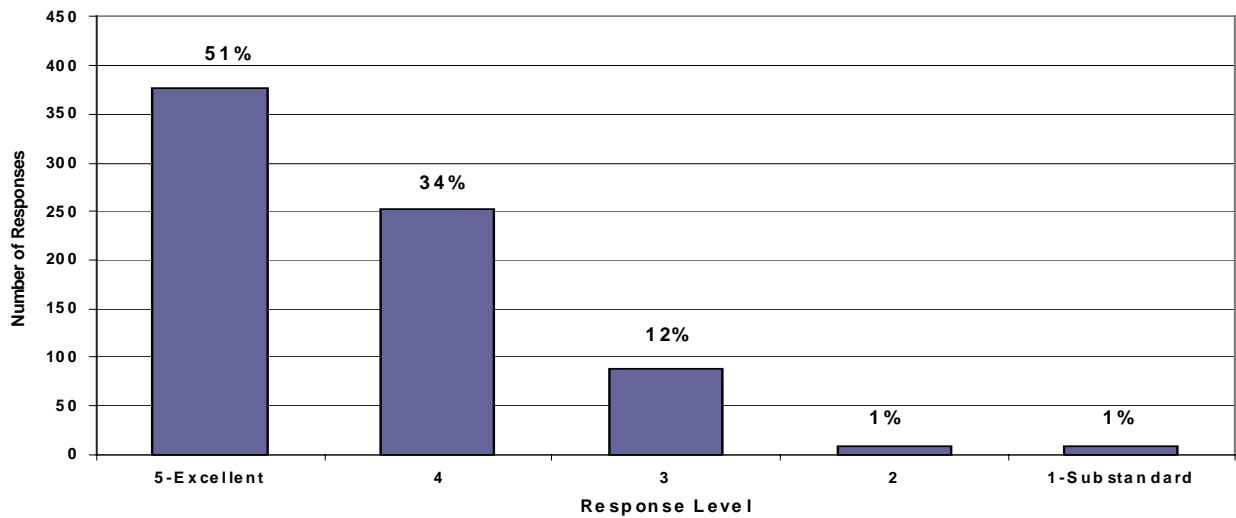
Total responses: 742



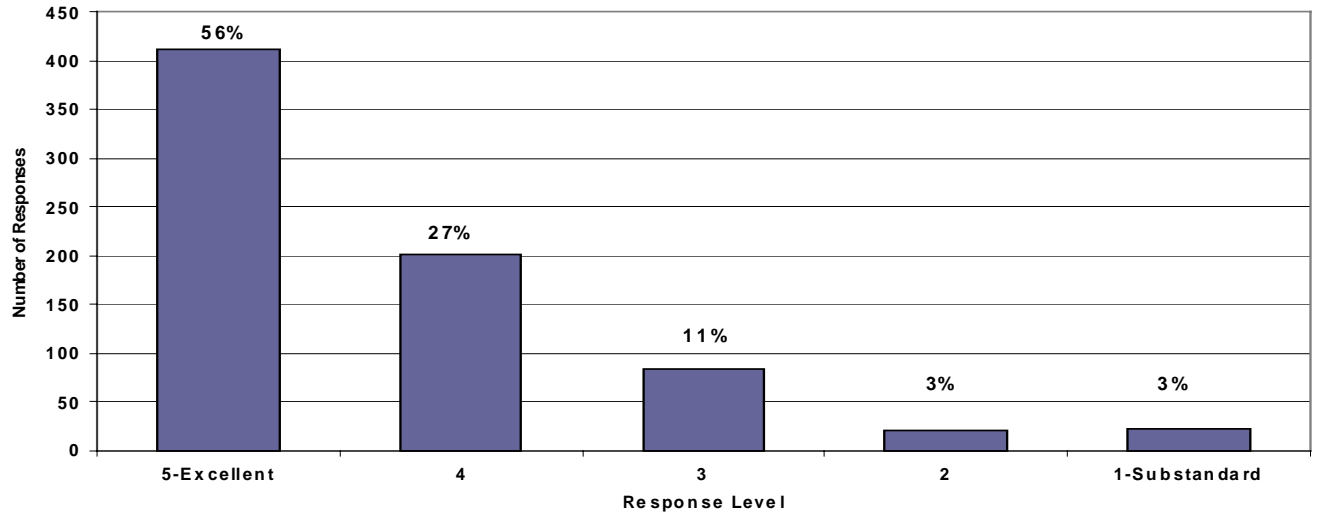
PPP Customer Survey - Employees
Question 7
The manner in which my new supervisor received me was ____.
Total responses: 745



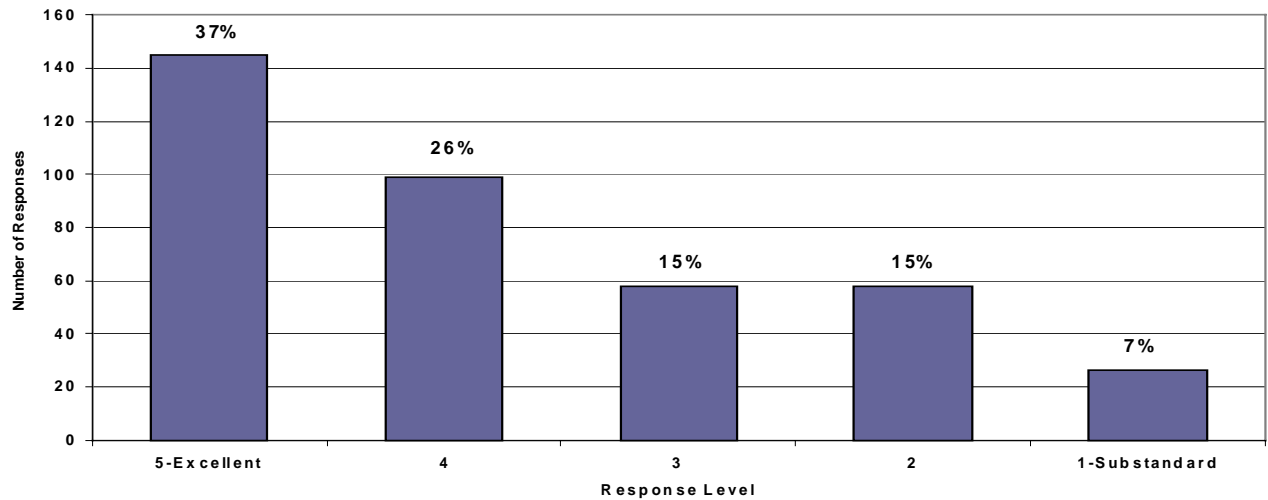
PPP Customer Survey - Employees
Question 8
With only orientation and/or On the Job Training, my performance has been ____.
Total responses: 733



PPP Customer Survey - Employees
Question 9
My qualifications for the position in which I was placed were ____.
Total responses: 739



PPP Customer Survey - Employees
Question 10
My adjustment to the new geographical location has been ____.
(Please leave blank if no relocation (PCS) was involved.)
Total responses: 406



APPENDIX B

**SUPERVISORY
QUESTIONNAIRE,
RESPONSE LEVELS,
AND GRAPHS**

DoD PRIORITY PLACEMENT PROGRAM (PPP) **SUPERVISORY QUESTIONNAIRE**

The CARE Division, Civilian Personnel Management Service (CPMS) is very interested in determining your satisfaction with the DoD Priority Placement Program (PPP) and the effectiveness of placements made.

Your selection to participate in this survey was accomplished by randomly selecting PPP placements recently made. The sample indicated that a PPP registrant was placed in the organization over which you exercise supervision. We ask for your fair and honest evaluation of that placement action. Your completion of this questionnaire will serve to improve the effectiveness of the program.

While we have provided space for you to indicate your name and telephone number, this is strictly optional on your part. All responses will be confidential and will be used to evaluate the success of the PPP.

Using the table indicated below, please respond to each statement by placing the number of the appropriate response in the blank provided. (Number 1 being the lowest rating; Number 5 the highest.)

(Substandard)	1	2	3	4	5	(Excellent)
---------------	---	---	---	---	---	-------------

1. Upon placement in this organization, the PPP registrant's qualifications for the position were _____.
2. Compared to other employees in similar positions and grades I supervise, the PPP registrant's performance in the position is _____.
3. Compared to the average employee in my organization, this employee's dependability is _____.
4. The employee's transition (i.e., change, adaptability, compatibility) to the new organization was _____.
5. Compared to employees selected through the competitive merit promotion process, the overall performance of the employee has been _____.
6. The employee's adjustment to the new geographical area was _____.
(Please do not complete if there was no relocation (PCS) for the employee.)

If desired, please provide any comments:

Optional:

Name: _____

Phone Number: _____

SUPERVISORY RESPONSE LEVELS

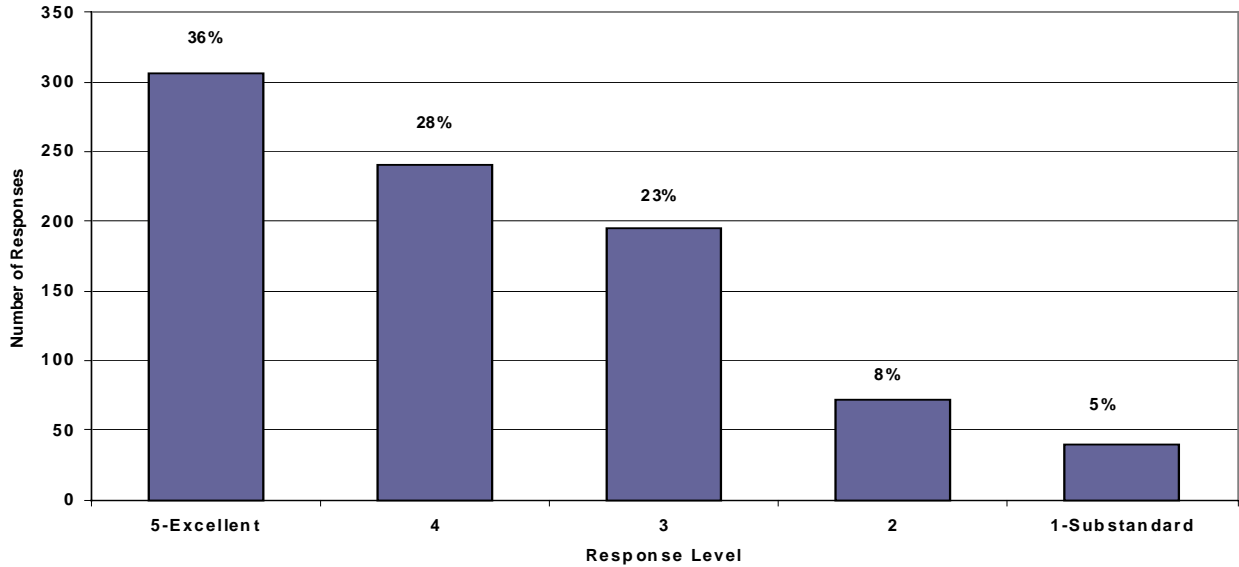
Question 1			Upon placement in this organization, the PPP registrant's qualifications for the position were ____.
5-Excellent	306	36%	
4	240	28%	
3	195	23%	
2	72	8%	
1-Substandard	39	5%	
Total Responses	852		
Question 2			Compared to other employees in similar positions and grades I supervise, the PPP registrant's performance in this position is ____
5-Excellent	315	37%	
4	265	31%	
3	182	22%	
2	51	6%	
1-Substandard	32	4%	
Total Responses	845		
Question 3			Compared to the average employee in my organization, this employee's dependability is ____.
5-Excellent	426	50%	
4	220	26%	
3	148	17%	
2	36	4%	
1-Substandard	23	3%	
Total Responses	853		
Question 4			The employee's transition (i.e., change, adaptability, compatibility) to the new organization was ____.
5-Excellent	414	49%	
4	223	26%	
3	145	17%	
2	49	6%	
1-Substandard	22	3%	
Total Responses	853		
Question 5			Compared to employees selected through the competitive merit promotion process, the overall performance of the employee has been ____.
5-Excellent	357	42%	
4	244	29%	
3	164	19%	
2	54	6%	
1-Substandard	29	3%	
Total Responses	848		
Question 6			The employee's adjustment to the new geographical area was _____. (Do not complete if there was no relocation (PCS) for the employee.)
5-Excellent	194	45%	
4	137	32%	
3	66	15%	
2	21	5%	
1-Substandard	14	3%	
Total Responses	432		

PPP Customer Survey - Supervisors

Question 1:

Upon placement in this organization, the PPP registrant's qualifications for the position were ____.

Total responses: 852

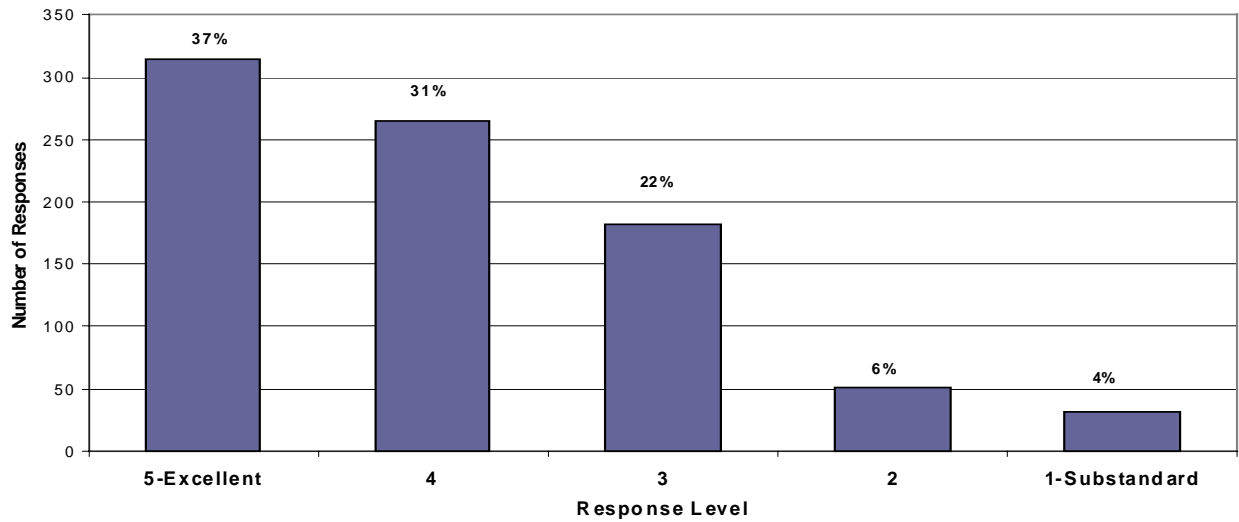


PPP Customer Survey - Supervisors

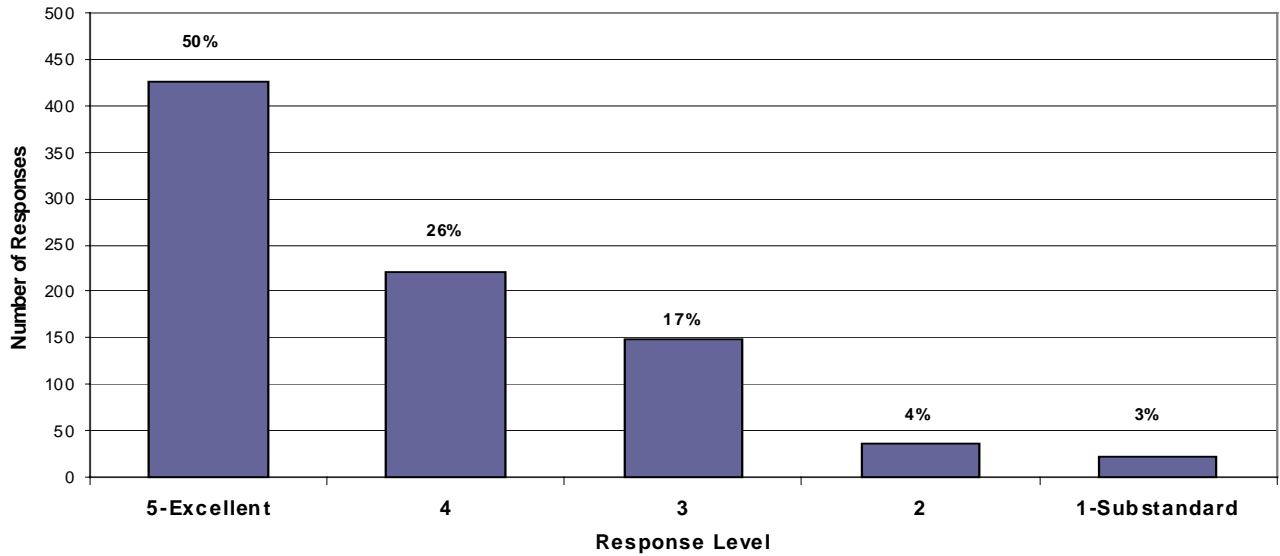
Question 2:

Compared to other employees in similar positions and grades I supervise, the PPP registrant's performance in this position is ____.

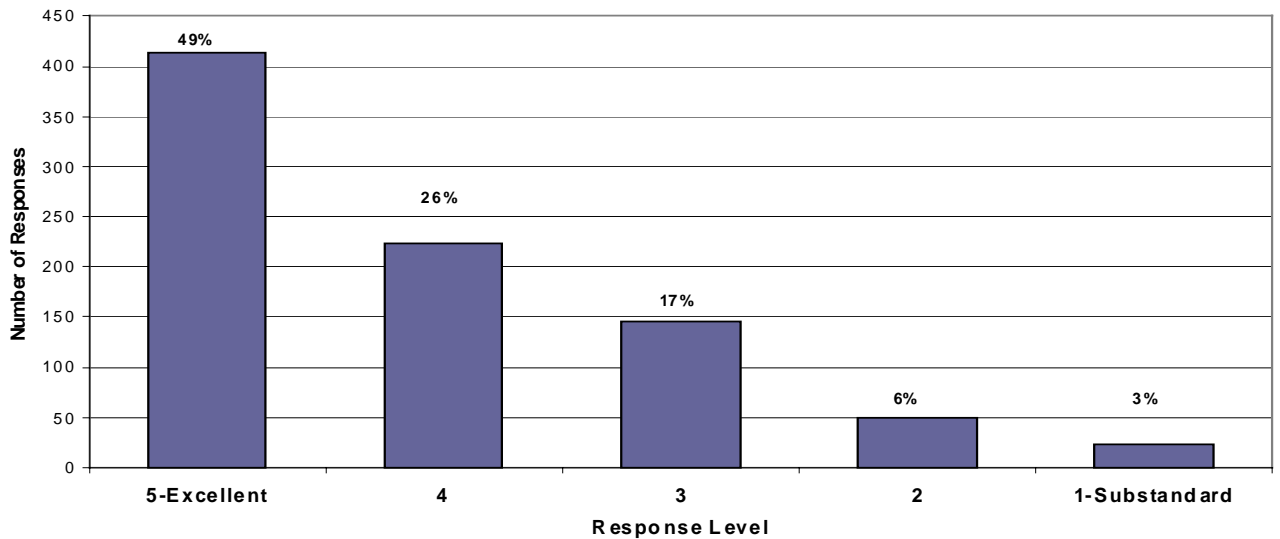
Total responses: 845



PPP Customer Survey - Supervisors
Question 3:
Compared to the average employee in my organization, this employee's
dependability is _____.
Total responses: 853



PPP Customer Survey - Supervisors
Question 4:
The employee's transition (i.e., change, adaptability, compatibility)
to the new organization was _____.
Total responses: 853

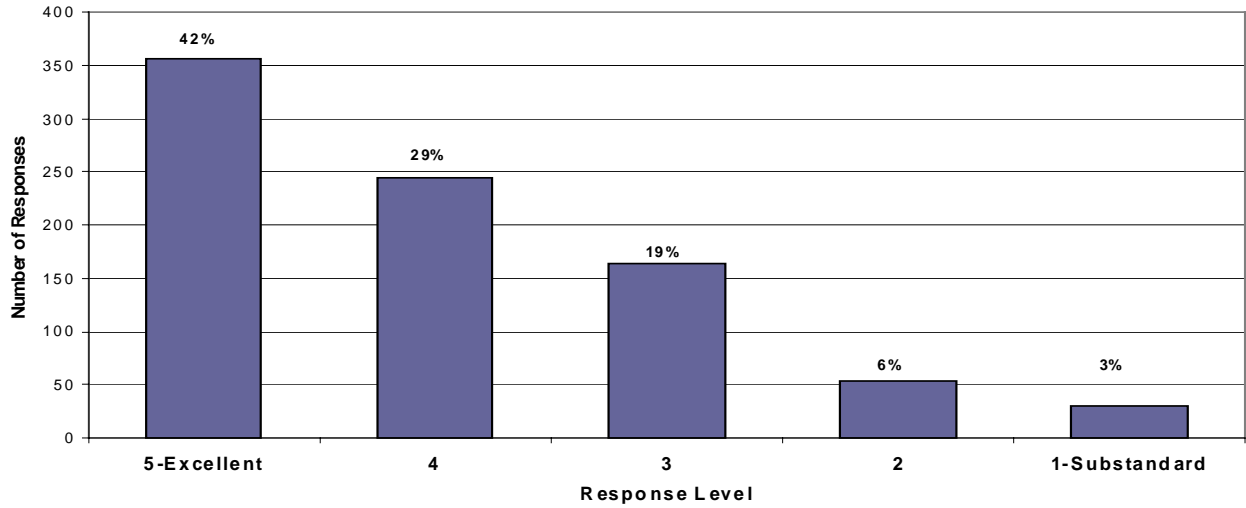


PPP Customer Survey - Supervisors

Question 5:

Compared to employees selected through the competitive merit promotion process, the overall performance of the employee has been _____.

Total responses: 848



PPP Customer Survey - Supervisors

Question 6:

**The employee's adjustment to the new geographical area was _____.
(Do not complete if there was no relocation (PCS) for the employee.)**

Total responses: 432

